

HOT TOPICS

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CURRENT ISSUES FOR ARMY LEADERS

Army Well-Being "The Human Dimension of Readiness"

Taking care of the Army's people; before, during and after deployments



Deployment Cycle Support

*The Disabled Soldier
Support System*

**Central Command Rest and
Recuperation Leave Program**

THE Army is at war and transforming, and Secretary of the Army, Dr. Francis J. Harvey has said, our top priority is the well being of Soldiers and their families. This issue of Hot Topics explains how we are meeting the needs of the "Total Army Family" before, during and after deployments.

The centerpiece of our Army and of our transformation is our people. Army Well-Being is how we develop leaders, foster self-reliance, and provide for your personal needs and aspirations. Well-being is not just a buzzword; it is inextricably linked to the overall relevance and readiness of our current and future force.

Though some of the more visible aspects of transformation are our new uniforms, vehicles and equipment, we are also transforming the human dimension of Army life for Soldiers – active duty, Army National Guard and Army Reserve – their families, DA civilians, veterans and retirees.

This well-being transformation includes numerous Well-Being processes and initiatives, including Deployment Cycle Support, the Disabled Soldier Support System, the Central Command Rest and Recuperation Leave Program, the Army Information Line and Army Families Online.

As an Army at War, Relevant and Ready, we will continue to encounter many challenges. It is important for you to know that your leadership will continue to balance our commitment to fight and win the nation's wars with our commitment to the well-being of the entire Army team.

F.L. Hagenbeck
Lieutenant General, GS
Deputy Chief of Staff, G-1



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Secretary of the Army	Dr. FRANCIS J. HARVEY
Army Chief of Staff	GEN PETER J. SCHOOMAKER
Chief of Public Affairs	BG VINCENT K. BROOKS
Chief, Command Information	COL JAMES R. PULLEN
Editor in Chief	GIL HIGH
Special Products Editor	DON WAGNER
Creative Design and Production	IMAGE MEDIA SERVICES, INC., McLean, Va.
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Why Army Well-Being is Important

ARMY Well-Being is directly linked to the relevance and readiness of our Army. Well-Being programs focus on meeting the needs of Soldiers (active duty, Army National Guard and Army Reserve), DA civilians, veterans, retirees and families – before, during and after deployment.

In the past, the Army's programs concentrated on the quality of life of our people – defined as a standard of living which individuals, communities and nations strive to meet or exceed. Army Well-Being organizes and integrates these quality-of-life initiatives and programs into a well-being “framework” (see pages 8-9). This framework provides a way to measure success in the Army's people programs and to address emerging needs of our transforming Army.

Army Well-Being is the “bridge” that connects Army needs with individual needs, and at the core of all well-being initiatives are four strategic goals. These goals address the primary and basic needs of each member of the Total Army Family – **To Serve, To Live, To Connect and To Grow**.

For the Army to accomplish its mission – whether in a combat zone or garrison environment – we must all embrace the concept that we have an opportunity **To**

Serve in support of something larger than ourselves.

To Live is to be able to live according to a standard of living that we, as an Army, can be proud of. **To Connect** is to develop and maintain a sense of pride and belonging within the Army Team – Soldiers, DA civilians, retirees, veterans and families. **To Grow** is to take advantage of the numerous opportunities the Army provides for personal and professional growth.

The objective of Army Well-Being is to address the physical, material, mental and spiritual needs of each member of the Total Army Family so they have the opportunity to achieve each of these goals to the degree they desire, enhancing their preparedness to perform and support the Army's mission. Since Army Well-Being supports the Total Army Family, this issue of *Hot Topics* will provide an update on initiatives within the Army National Guard and Army Reserve and for Army retirees, as well as focusing on three programs that support the ongoing Global War on Terrorism – Deployment Cycle Support, Disabled Soldier Support System, or DS3, and the U.S. Central Command Rest and Recuperation Leave Program. More information about Army Well-Being can be found at www.army.mil/wellbeing, or the Army Families Online Web site www.armyfamiliesonline.org.



Army National Guard Bureau Well-Being Initiatives

TOP National Guard leaders view the well-being of our Soldiers, families and civilian workforce as an imperative during these turbulent and demanding times.

LTG H. Steven Blum, National Guard Bureau chief, and LTG Roger Schultz, Army National Guard director, recognize the possible impact on our Soldiers, families and civilians as the Army National Guard Bureau undergoes transformation and is increasingly engaged in the global war on terrorism both at home and abroad.

Blum and Schultz ensured that the ARNGB teamed with the active Army in various well-being initiatives that include Family Programs and Family Assistance Centers; Employer Support of the Guard and Reserve recognition programs; increased health entitlements; the Disabled Soldier Support System;

and Deployment Cycle Support.

These initiatives and other processes and management systems related to well-being enable our force to complete its mission while balancing institutional, individual and family needs. Well-being directly impacts the personal, physical, mental, emotional and spiritual state of our force. Leadership focus on well-being directly impacts our ability to recruit and retain quality Soldiers and workers.

The ARNGB is currently testing well-being services through a feedback system in pilot programs in Alabama, Ohio and North Carolina.

After testing, this system will be fielded regionally and then nationally to provide information and services vital to our force.

U.S. Army Reserve Well-Being Initiatives



"THE Army Reserve we have today – an Army Reserve more ready, more prepared and stronger than at any time since World War II – is due to the hard work, uncompromising dedication and selfless sacrifice of hundreds of thousands of men and women who serve today, around the world, wherever and whenever needed." – LTG James R. Helmly, chief, Army Reserve

THE well-being of each of these dedicated men and women that LTG James R. Helmly, chief, Army Reserve speaks of is, as with the active component, an Army leadership priority because it impacts the command climate and overall readiness of our forces.

With lengthier and more frequent deployments, the demands on Army Reserve Soldiers and their families present added and unique challenges to ensuring their well-being.

Although initiatives such as Deployment Cycle Support were implemented to support and foster the well-being of our Total Army, the focus has shifted to addressing and revising elements of that and other initiatives to meet the unique challenges that Army Reserve Soldiers and their families face. A factor for success is to maximize the institutional strength of the Army Reserve through a comprehensive strategy that integrates all well-being resources to enable Army Reserve Soldiers, civilians, retirees, veterans and their families to become self-reliant and meet their personal

needs and aspirations.

The Army Reserve and overall Army leadership continue to support the reserve component's well-being objectives by focusing on these primary issues: loss of income; unexpected expenses; conflicts with civilian employers due to military obligations, force support; mobilization; family programs; medical and dental benefits; retirement and entitlements.

As Army Reserve Soldiers continue to play a vital role in our global war on terrorism and other missions, we must be able to assure them that their families are in good hands so that the Soldiers can continue to serve their country with ease and peace of mind.

As Army Reserve Well-Being is inextricably linked to the Readiness of our entire force, focus will continue to be on the personal, physical, material, mental and spiritual state of all well-being constituent groups. In turn, Soldiers will be able to focus on missions and operational readiness when deployed or at home.



Well-Being For Retirees

THE Army Retirement Services Offices' program is evidence of the Army's continued commitment to the well-being of retiring and retired Soldiers and families. Soldiers who have given 20 or more years of service, and Soldiers who have been retired because of disability, have earned this allegiance.

The Department of the Army Retirement Services Office and retirement services officers at Army installations worldwide support this deserving population both before and after retirement. Soldiers and families getting ready for retirement can count on the Army to make sure they are prepared for this life-changing event. RSO retirement briefings and individual counseling sessions, as well as HQDA and installation homepages, are the tools that guide retiring Soldiers and families.

After retirement, retirees bear out the phrase "once a Soldier, always a Soldier" as they continue representing the Army to civilian communities who know little about the military. The Army reinforces this bond by communicating with retirees three times a year through Army Echoes, the HQDA publication

that gives retirees and families the latest information on their rights and benefits, and 24/7 through the Retirement Services homepage at: www.armygl.army.mil/retire. Retiree-related concerns are forwarded to the Army leadership through the annual meeting of the Army chief of staff's Retiree Council.

Every retiree and family member is served by an RSO. RSOs publish an annual newsletter and post information on the installation homepage. They host an annual Retiree Appreciation Day, giving retirees a chance to get together to learn about the latest benefits in their area. RSOs also coordinate regular meetings of their installation retiree councils that surface issues concerning retiree and families to the installation leadership. To ensure every retiree is served, an RSO's area of responsibility can cover several states.

As Soldiers and families continue their Army careers and as young people consider serving in the Army, they can rest assured that the Army is committed to the well-being of retiring and retired Soldiers and their families.



“Soldiers are the centerpiece of the Army - without you nothing is accomplished. You are the best our Nation has to offer and I cherish your dedication and sacrifice. That leads me to my first priority, which is the well being of Soldiers and their families. Nothing that I do as the secretary of the Army is more important than this. I will work hard to meet Soldiers’ near term needs, including providing the best quality of life possible for families, while building the Army of the future. I am committed to ensuring that Soldiers get the best training and right equipment. I will be your advocate in seeking support from the Department of Defense and Congress.” – Dr. Francis J. Harvey, secretary of the Army

Army We



To Serve

Values

Army Values
Religious Support

Training and Leader Development

Training
Personnel Management
Leader Development

Esprit

Tradition
Camaraderie
Job Satisfaction
Lifestyle Satisfaction



To Live

Pay and Compensation

Base Pay
Allowances
Incentive and Special Pay
Other Compensation
RC Employer Support
Finance Processing

Healthcare

Preventive Services
Patient Care
Dental Services
Customer Service
Healthcare Infrastructure

Housing

Family Housing
Barracks Complexes
Army Lodging

Continuous Learning

Continuing Education

**Army Well-Being is about taking
care of the Army's people ...
before, during and after deployments.**

AS a part of the Army Well-Being Division's formal stand-up in 2000, the division researched and subsequently developed a functional framework for identifying, improving, and articulating issues that directly impact and or are related to the

Well-Being

To Connect

Leadership

Leadership
Human Relations
Professional Conduct

Health Promotion

Health Promotion

Workplace Environment

Workplace Modernization
Workplace Maintenance

Family Member Education

DoDEA Schools
School Liaison Services

Family Support

Deployment Support
Family Adaptation
Child Development Services
Youth Services
Exceptional Family Member Support
Family Advocacy

Welfare

Safety
Community Protection
Relocation
Overseas Support
Risk Reduction
Legal Services
Transition
Final Honors
Community Referral
Personal Reconstitution



To Grow

Citizenship

Religious Activities
Voting Assistance
Community Involvement

Financial Readiness

Personal Financial Management
Financial Training

Education Assistance

Family Member Continuing Education

Family Member

Employment

Spouse Employment

Recreation

Community Recreation
Sports and Fitness
Armed Forces Recreation Centers
Libraries and Information Services



4 Goals
18 Categories

well-being of the “Total Army Family.” This framework is the Well-Being Architecture, which is comprised of four primary goals – To Serve, To Live, To Connect and To Grow; and 18 correlated categories.



Deployment Cycle Support

THE Deployment Cycle Support program provides a series of educational and physical and mental health assessments to assist redeploying Soldiers (mandatory), DA civilians (voluntary) and their family members (voluntary) throughout the redeployment cycle. It facilitates the reintegration and reunion of re-deploying individuals with Soldiers, coworkers, local communities and family members back into a pre-conflict/pre-deployment environment.

The DCS program begins this three-step process with the Redeployment Phase. Initial education and health assessments are conducted in-theater, while family members are offered classes on what they may expect during the reintegration and reunion process. The Post-Deployment Phase, conducted at home station or demobilization station, provides more in-depth education, health assessments and

administrative processing to re-deploying individuals and their family members. The Reconstitution Phase begins upon the return of active-component Soldiers from block leave or Reserve Soldiers at their first drill status. It consists of follow-up medical testing, counseling, and administrative updates.

Army One Source, or AOS, is a component of DCS that assists Soldiers, DA civilians and their family members with a wide range of services, including six face-to-face counseling sessions. This information and referral service is available 24/7 using a toll-free line. The stateside number is (800)464-8107; the overseas number is (access code) (800)464-8107. If the toll-free line is not available, collect calls can go to (484)530-5889. Overseas callers will be referred to a TRICARE provider or military treatment facility, as there are no overseas counselors currently available.

Soldier Risk Assessment Checklist

AS a part of DCS, leaders and commanders should use the following Soldier Risk Assessment Checklist tool to identify individual Soldiers at risk of developing readjustment problems during post-deployment and reconstitution. Any checked item indicates the need for leader counseling, monitoring and follow-up referral to the appropriate service provider, as indicated in the parentheses following each question. For example, (2) means the Army Substance Abuse Program. See the resource key below. It is recommended that this checklist be distributed down to squad-level leaders.

Assessment Checklist:

Has the Soldier:

- | | |
|---|--|
| <input type="checkbox"/> Been in an alcohol incident prior to, during deployment? (2) | <input type="checkbox"/> Seemed to be a "loner?" (3, 4) |
| <input type="checkbox"/> Been participating in counseling services with the Army Substance Abuse Program prior to deployment? (2) | <input type="checkbox"/> Expressed anger or made threats toward family in family situations/events? (4, 5) |
| <input type="checkbox"/> Had "at-fault" traffic accidents or traffic citations (speeding, running red lights/stop signs) prior to deployment? (3, 7) | <input type="checkbox"/> Had spouse or family member express concern to the Family Readiness Group or Detachment Command about the Soldier's return home? (4, 5) |
| <input type="checkbox"/> Had a drug positive prior to deployment? (2) | <input type="checkbox"/> Expressed suicidal thoughts or actions? (4) |
| <input type="checkbox"/> Had any acts of indiscipline prior to or during deployment? (9) | <input type="checkbox"/> Had serious financial problems before or during deployment? (1) |
| <input type="checkbox"/> Had any AWOL episodes prior to or during deployment? (3, 8, 9) | <input type="checkbox"/> Had an accident or been seriously ill during deployment? (7, 6) |
| <input type="checkbox"/> Had any serious negative encounters within command prior to or during deployment? (3, 9) | <input type="checkbox"/> Had a family member involved in a serious accident or become seriously ill during deployment? (3) |
| <input type="checkbox"/> Had serious negative encounters with other military or Department of Army civilian personnel prior to or during deployment? (3, 9) | <input type="checkbox"/> Taken shortcuts (not following instructions/procedures or taking unnecessary risks) that could lead to an accident? (7) |
| <input type="checkbox"/> Expressed anger, seemed sullen, withdrawn before or during deployment? (4) | <input type="checkbox"/> Expressed serious concern (agitation, withdrawal, grief) regarding combat/events while in theater? (4) |
| <input type="checkbox"/> Had any incidents of domestic violence prior to deployment? (5, 9) | <input type="checkbox"/> Taken any medication that may affect behavior or mood? (6) |
| <input type="checkbox"/> Had a significant change in family or other relationships during deployment? (birth of a child, death of a family member, separation or divorce, loss of a boyfriend or girlfriend?) (4) | <input type="checkbox"/> Had any exceptional family member issues or minor family member/parenting problems? (1, 5) |
| | <input type="checkbox"/> Experienced problems with his/her civilian employer prior to or during deployment? (Reserve Component) (9) |

IF any question was checked, the following installation service agencies should be contacted for assistance in assessing the extent of the problem and recommending solutions:

1. Army Community Service – Financial problems
2. Army Substance Abuse – Alcohol, drug issues
3. Battalion Chaplain – AWOLs and stress issues
4. Behavioral Health Clinic – Stress issues, suicidal gestures, attempts, mental health issues
5. Family Advocacy Program Coordinator – Domestic issues
6. Medical Treatment Facility – Medical issues
7. Post Safety – Accidents
8. Provost Marshal – AWOLs
9. Staff Judge Advocate – AWOLs, disciplinary issues

Disabled Soldier Support System



ON April 30, 2004, the Department of the Army introduced the Disabled Soldier Support System, or DS3, which provides severely disabled Soldiers and their families with a system of advocacy, follow-up and personal support, assisting our nation's heroes as they transition from military service back into the civilian community.

When a Soldier receives a disability of 30 percent or greater, and a special-category designation, the Soldier is classified as DS3-eligible. Special categories include loss of sight or limb, permanent and unsightly disfigurement of a portion of the body normally exposed to view, incurable/fatal diseases, established psychiatric condition or paralysis.

DS3's intent is to incorporate and integrate several existing programs to provide holistic support services for our severely disabled Soldiers and their families throughout their phased progression from initial casualty notification to their return to home station and final career position. DS3 will also use



U.S. ARMY

The Army's Disabled Soldier Support System (DS3)

The Army provides its severely disabled Soldiers and their families with a system of advocacy and follow-up to provide personal support that assists them in their transition from military service and into the civilian community.

DS3 provides:

- Proactive system advocacy and follow-up
- Veteran Service Organization Sponsor
 - Assistance through transition
- Sponsor unit follow-up after transition

1-800-833-6622


www.ArmyDS3.org

a system to track and monitor severely disabled Soldiers for up to five years beyond their medical retirements to provide appropriate assistance through an array of existing service providers.

The initial focus of DS3 is to provide support to each Soldier seriously injured during combat operations, but will eventually expand to those Soldiers severely wounded since the beginning of the global war on terrorism. DS3 provides Soldiers and their families with a personal DS3 advocate,

called a Soldier/family management specialist. This specialist ensures Soldiers understand the numerous programs available for their support and provides the Soldier with assistance in completing administrative requirements to receive support that is so well deserved. DS3 maintains contact with the Department of Veterans Affairs, Labor Department and foundations that exist to assist veterans. More information on the Disabled Soldier Support System can be found on the DS3 Web site at: www.ArmyDS3.org.

Central Command Rest and Recuperation Leave Program

A line of soldiers in desert camouflage uniforms is descending the stairs of a military aircraft. The soldiers are carrying gear, and the aircraft's fuselage and windows are visible in the background.

THE U.S. Central Command Rest and Recuperation Leave program was implemented on Sept. 25, 2003, and began with the departure of the first R&R flight from the CENTCOM theater of operations.

The primary purpose of the program is to provide service members the opportunity to get away from the stresses of a combat environment and to focus on family and friends during a two-week leave period. Service members (active and reserve component) and DOD civilians are eligible to participate in the program if deployed to a 12-month tour of duty within the Central Command area of operations, and are selected by commanders based on mission requirements.

Participants can take 15 days of chargeable leave to a destination of their choice. The costs of travel expenses to and from leave destination are paid for at no cost to service members and DOD civilians. To most adequately accommodate the needs of service members, all aspects of the R&R Leave Program are analyzed on a continuous basis, including flight routes.

Currently, R&R Leave participants are flown from Iraq to Kuwait from where they are flown to either Rhein Main Air Base in Frankfurt, Germany; Dallas-Fort Worth; or Atlanta airports. From these airports, service members travel to their chosen leave destinations and back.

The R&R Leave Program is a successful means of helping to ensure the well-being of Soldiers, DOD civilians and families. The program reached a milestone in August 2004, when the program's 100,000th participant flew from Kuwait to Dallas-Fort Worth. More information on the CENTCOM R&R Leave Program can be found on the R&R Web site at www.armygl.army.mil/WellBeing/RRLeave/index.HTM.

RESOURCES



- ❖ **Army Information Line: (800) 833-6622.**
Experienced constituent liaisons provide information and referrals relating to deployment, finance, mail and family readiness groups, as well as a variety of other topics.
- ❖ **Well-Being Web site: www.army.mil/WellBeing.**
Linked to the U.S. Army Homepage, the Well-Being Web site provides current information on all well-being and well-being-related issues that affect Soldiers, DA civilians and their families Armywide. The site features key links to information on DCS, DS3, and the U.S. Central Command Rest and Recuperation Leave Program.
- ❖ **Army Families Online Web site: www.armyfamiliesonline.org**
This site provides accurate and up-to-date news, information and resources that are pertinent to members of the "Total Army Family." This is done using dedicated topic pages and a Web-based "SmartBook" that provides data and links to a wealth of materials relevant to Army Life.

- ❖ **Publications:** Army Well-Being magazine: a quarterly publication shipped worldwide to commissaries, post exchange stores, ACS offices, medical and dental facilities, recruiting brigades and National Guard and Army Reserve centers.
- ❖ **FLO Notes:** a monthly newsletter filled with information on a variety of topics of interest to Army families, targeted to family readiness group leaders.
- ❖ **Soldiers** magazine and Army newspapers for news and information on well-being topics.
- ❖ **NCO Journal** for discussion of leadership issues related to well-being.
- ❖ **Electronic Media.** Distributed locally.
- ❖ **Well-Being Video.** Updated annually, this is a 13-minute overview on well-being.
- ❖ **The Pentagon Channel and Soldiers Radio and Television** for the latest news and information on well-being topics.



ARMY Well-Being is the “Human Dimension of Readiness,” and is vital to our Army’s relevance and readiness. Well-being is a process that enables Army leaders to focus on meeting the needs of the Army’s people – Soldiers (active duty, Army National Guard and Army Reserve), DA civilians, veterans, retirees and families – before, during and after deployments.

Our Army is continuing through a process of transformation and continues to fight the global war on terrorism. Therefore, well-being, more than ever, is critical to the Army’s overall success by ensuring that no Soldier or DA civilian is ever faced with having to choose between the Army mission and family needs.

Well-being expands upon the “quality-of-life” concept by aligning core competencies and functions for the Army’s people programs with well-being’s four strategic goals – To Serve, To Live, To Connect and To Grow.

- ❶ **To Serve** in support of something larger than ourselves.
- ❷ **To Live** according to a standard of living we, as an Army, can be proud of.
- ❸ **To Connect** by developing and maintaining a sense of pride and belonging within the Army Team.
- ❹ **To Grow** by taking advantage of the numerous opportunities the Army provides for personal and professional growth.

BOTTOM LINE

Army Well-Being is about taking care of the Army’s people; before, during and after deployments